

CCC Long-Term Staffing Recommendations

Introduction:

CCC's proposed long-term (5-10 years) staffing plan is a result of

- Several Executive Council retreats and meetings
- Input from the Transition Committee and Past Moderators
- Discussion forums involving the congregation
- Meetings with staff

The plan is a dynamic, evolving document. It is a snapshot of where, at this time, we think we ought to be heading. As such, it anchors future discussions as CCC continually evaluates evolving needs and changing resources.

In approaching the exercise of developing a recommended long-range staffing plan, the Executive Council identified 4 key areas describing CCC as a faith community:

Worship, Music, Christian Education, Social Witness

The Council derived these key areas from 8 strategic goals emerging from the 2006-2007 Strategic Planning Process.

How To Read This Plan:

The plan is presented in two parts:

1. Position Descriptions
 - (1) a proposed set of key (or primary) responsibilities
 - (2) proposed desired skill sets
 - (3) church groups with which that position would primarily engage
 - (4) which of the 4 key areas important to CCC that position is primarily involved in or responsible for.
2. Chart – The recommended positions are grouped into ministerial/program and administrative.

NOTE: "Ministerial" defines the nature of the position, not the educational qualification of the incumbent. Only the Senior Minister position would *have* to be a called position. CCC can decide whether it wants to issue a call or simply hire a minister or other qualified person for any of the other positions. For example, the Minister of Children, Youth and Families does not have to be an ordained minister, and if CCC wants an ordained minister in that position, we can hire a qualified person rather than issue a call.

Senior Minister (FT – ordained, called position)

Key Responsibilities: Primary executive and oversight responsibility for the church as a whole and in all its aspects, specifically defined as (1) having oversight responsibility for management and supervision of all professional ministerial staff and the Church Administrator; (2) being actively engaged in working with staff and lay leaders in the 4 key areas (**Worship, Music, Christian Education, Social Witness**) that CCC has identified as critical to its identity and development; and (3) paying attention to needs for church growth (including membership and financial development) and for program and capital improvement. In addition, the Senior Minister should have a passion for the quality of other people’s lives, be proactive in articulating that passion, and motivate others to engage in active mission work and a peace and justice ministry. The Senior Minister should be the face and voice of CCC to the community and the wider church. He/she will have the primary responsibility for worship planning and be an outstanding preacher.

Other responsibilities: Pastoral oversight; participate in those mission and social justice activities that authentically engage the minister’s interest – the assumption is the Senior Minister understands the value of lending his/her presence to the *work* of mission and social action.

Engages with: all staff; Executive Council; Boards of Trustees, Stewardship, Deacons; Planned Giving, Worship, Sanctuary and Personnel Committees; and other boards and committees as needed and desirable

Skill sets: visionary and charismatic leader (defined as articulate and able to inspire and motivate others by communication and example); excellent oral and written communication skills; able & willing to lead from the front (a unifying leader whose passion inspires others to work with passion); proven financial and organizational development experience; gifted preacher; well-organized; encourages and supports active lay leadership without abdicating ministerial responsibility; honest and forthright; able to manage conflict; ability to work in a diverse community; a team player willing to engage lay leadership and church governance authentically while able to make and carry out decisions independently when appropriate.

Of the 4 Key Areas: Worship, Music, Christian Education and Social Witness

Minister B (Working Title: “for Children, Youth and Families” (FT – may be ordained or not; may be hired or called):

Key Responsibilities: Covenant Class; ensure that volunteer leaders and teachers for children & youth programs are recruited, trained and supported; actively work to contribute to the spiritual formation of teachers and leaders; plan and lead (and/or recruit others to plan and lead) Sunday evening programs for youth and plan and lead youth retreats; engage with families with youth and children and provide those families with pastoral care.

Engages with: CE, Deacons, Social Witness, Retreat House Committee; Executive Council

Skill sets: Pastoral/spiritual; ability to engage, support and recognize volunteers; team player; well-organized; ability to connect with people within and across age groups; creative/innovative; team player; able to delegate and follow through; excellent teaching and facilitation skills; ability to work in a diverse community

Of the 4 Key areas: Christian Education and Worship primarily, but also Social Witness and Music

Director of Music Ministry (FT -- may be ordained or not; may be hired or called)

Key Responsibilities: Envision, plan and implement long-term growth initiatives for music and the performing arts across inter-generational lines in a variety of settings: worship, public concerts, musicals, tours and other external events; work closely with ministers and lay groups to plan worship opportunities for Sundays, liturgical seasons, holidays, and other opportunities; create choices of music opportunities and styles for voice and instruments for members and friends of the church

Skill sets: Spiritual; extensive knowledge of liturgical music; excellent musician; inspirational leader; ability to work in a diverse community

Engages with: Deacons, Worship Committee, Music Committee, Executive Council

Of the 4 Key areas: Music and Worship

Accompanist (Quarter Time):

Key Responsibilities: Under the direction and guidance of the Minister of Music, accompanies rehearsals and services; substitutes on occasion for the Minister of Music in directing and accompanying the Chancel Choir and participating in worship planning and implementation; assumes other duties as time and the needs of the Music Ministry are delineated by the Minister of Music and the Music Committee.

Skill sets: Accomplished keyboard skills on piano and organ; ability to conduct a choir and, on occasion, choir with instrumental accompaniment (solo or ensemble); ability to work in a diverse community

Reports to: Director of Music Ministry

Engages with: Chancel Choir, Music Committee, ministerial and administrative staff

Of the 4 Key areas: Music, Worship

Minister C (“Working Title”: for Adult Ministries (FT -- may be ordained or not; may be hired or called)):

Key Responsibilities: Minister to all adults with a particular emphasis on older adults (defined as 55 and older); empower a vigorous program of opportunities for social

interchange, social action, and spiritual formation for adults, with a particular emphasis on nurturing and expanding a strong senior adult ministry as well as engaging with young adults in these areas; plan and implement programs for orienting, nurturing, and fostering integration of new people; provide pastoral care to adults; implement and empower small group and adult education opportunities for all adults with particular attention to senior adults; and plan and lead retreats for adult groups (young adults, senior adults, women, men, and inter-generational).

Skill Sets: Outgoing personality and ability to talk and act comfortably with people in a wide range of age groups; training in and sensitivity to issues and challenges facing an aging and older population; pastoral gifts; creativity and ability to inspire, motivate and engage others; ability to work in a diverse community; team player.

Engages with: Senior Adults Committee, Church Life, Outreach & Engagement, Social Witness, Retreat House Committee, Executive Council

Of the 4 Key areas: Worship and Christian Education (in broadest sense of the term)

Minister of Social Witness (Half-Time -- may be ordained or not; may be hired or called):

Key Responsibilities: Work with the Board of Social Witness to develop a focused approach to mission at CCC, including the continual evaluation and implementation of CCC's 3 social justice covenants: Open and Affirming, Just Peace, and Becoming an Anti-Racist Church; work with other staff and with boards and committees to integrate the focused mission with other program goals with the ultimate goal of involving every member, friend, child, and youth in mission activities; work with the Senior Minister and the Communications Officer to interact with the wider community at the local, denominational, national and international levels to seek opportunities for mission growth and to attract and engage new members.

Skill Sets: Passion for, knowledge of and experience in local, national and international spheres of community action and engagement; ability to work with groups to develop and articulate goals, identify opportunities for engaging interest and participation, develop strategic plans, and recruit and involve volunteers in CCC's ongoing mission commitments and in special campaigns and projects; excellent oral and written communication skills; good organizational skills; ability to work in a diverse community; team player.

Engages with: Boards for Social Witness, Outreach & Engagement, Christian Education, and Executive Council

Of the 4 Key areas: Social Witness

Coordinator of Child Care (1/4 Time = 10 hours per week)

Key Responsibilities: Provide and/or coordinate child care for church events and Sundays and for other days and evenings as needed.

Skill Sets: Certified child care provider with prior experience in providing child care for groups and age ranges of children; CPR & First Aid certified; ability to coordinate and supervise

volunteers for child care; understanding of and commitment to safe church philosophy, policy and procedures; ability to work in a diverse community

Administrative Assistant for Programs and Volunteers (PT – 20 hours):

Key Responsibilities: Manage Sunday morning church school for children (recruit, train and support teachers; ensure supplies, including curriculum for church school and camp, are ordered and accessible); work with the professional ministerial staff to recruit, train and support volunteers and ensure volunteer involvement in all aspects of church life; Social Witness component; provide program and logistical support for small groups such as Older Adults

NOTE: Sunday would be a work day!

Engages with: CE, Social Witness, Minister of Parish Life, Nominating Committee

Reports to: Minister for Children, Youth and Families and Minister for Adult Ministries

Skill sets: Ability to work well with others, particularly volunteers; well-organized and detail-oriented; excellent time-management skills; proven ability to plan and carry out detailed, complex projects in a timely, organized manner; prior experience in managing a large volunteer program; excellent communication skills

Of the 4 Key areas: Christian Education, Social Witness, Music

Summer Camp – stipend position reporting to Minister of Children, Youth and Families – plan and implement a cohesive, dynamic, innovative summer camp program – would need to BE AT CAMP!!! Recruit, train and support camp staff; choose and order curriculum; make appropriate local arrangements for activities; select, order and manage all camp supplies or ensure they are managed (in cooperation with camp cooks and other camp staff)

Church Administration

Church Administrator (FT)

Key Responsibilities: Manages the entire business operation of the church to include coordinating building use for CCC and outside groups, advancing technology, supporting the Board of Trustees with research and recommendations for managing church properties and the property budget; coordinate all major repair and improvement projects; research, negotiate and recommend vendors and contracts; liaison with church staff and church governance to manage the building for mission and growth; supervise church building and office operations and building and office support staff

Engages with: Trustees, Executive Council (as needed), Technology and Personnel Committees; other church groups as needed

Skill sets: Proven management capability of complex organizations; team player; excellent communication skills; demonstrated understanding of the unique mission of a church building both to its members and to the wider community; excellent research, communication and negotiating skills; ability to work in a diverse community; experienced in managing people.

Church Property Manager (PT – 20 hours – with Sat. and Sun. responsibilities)

Reports to: Church Administrator

Key Responsibilities: Manages security, hospitality, event support and custodial functions on weekends. Conducts building operational functions under the oversight and direction of the Church Administrator to include minor repairs, routine maintenance (indoor and outdoor), building security.

Skill Sets: Ability to supervise other custodial staff and manage church facility operations on behalf of Church Administrator. General handyman, mechanical and carpentry skills; physically capable of doing heavy maintenance tasks such as floor refinishing, carpet cleaning, outdoor work (lawn care, snow shoveling); ability to work in a diverse community; team player.

NOTE: This position augments the current arrangement of having a full-time cleaning contract and part-time evening custodians.

Church Office Manager (FT or PT – augmented by volunteers in either case)

Reports to: Senior Minister

Key Responsibilities: Manage church office operations, including document production, official files, web site, church management software & database, church calendar, and bookkeeping (payroll, billpaying, etc.); recruiting, training and supervising office volunteers; support Senior Minister and other staff; support internal church communications as requested by staff, Communications Officer and boards and committees

Skill sets: Excellent communication and interpersonal skills; ability to multi-task and prioritize; excellent computer skills with knowledge of a variety of software programs; ability to supervise and support volunteers; detail-oriented and well-organized; ability to work in a diverse community

Recommendations for a Long-Term* Staffing Vision/Plan

Introduction: This document contains two tables illustrating the recommendations outlined in narrative description entitled “CCC Long-Range Staffing Plan – Narrative.” Both documents should be reviewed to get the full picture of the recommendations. In the narrative description, there are recommendations for administrative support staff that detail how those positions will support the overall mission and community of Christ Congregational Church as well as how they will support the professional positions.

* **“Long-term”** is defined as 5-10 years, starting as soon as the congregation deems prudent and continuing after the arrival of the new Senior Minister. The expectation is the new Senior Minister would engage with the congregation (1) to continue to develop the plan, (2) to help select new staff, and (3) to develop membership and financial growth that would support the plan.

How To Interpret the Chart:

What do the numbers mean? The numbers represent a concentration of effort for that position, with 1 being the highest and 3 the lowest. Thus, for example, the Senior Minister would be expected to devote the bulk of his/her time to Worship and to being the executive of the church. There would be responsibilities for pastoral care, outreach & engagement, and mission, but the expectation would be that the Senior Minister would devote the most time to those areas with a 1. For each position, the areas of concentration of effort would be the determinant of what qualifications and experience we would search for and evaluate in prospective candidates.

Why the emphasis on Outreach & Engagement? Inherent in each ministerial position is the concept of nurturing the population of our faith community for the purpose of building community, retaining members, and integrating new and prospective members into the life and mission of the CCC community. Developing small group ministries in their respective areas of concentration is envisioned as being part of every ministerial position’s professional development plan.

What do FT and PT mean? Full-time and part-time. These designations reflect the current snapshot of what we think we need.

Areas of Responsibility

	EXECUTIVE & OVERSIGHT RESPONSIBILITY FOR THE CHURCH	WORSHIP	PASTORAL CARE	CE/YOUTH & FAMILIES W/ YOUNG CHILDREN	OUTREACH & ENGAGEMENT	ADULT EDUCATION & SPIRITUAL FORMATION AND INTERGENERATIONAL FELLOWSHIP	SOCIAL WITNESS
Ministerial & Program Positions							
Senior Minister (FT)	1	1	2	Involved when/where appropriate, but little or no direct responsibility	3	Involved when/where appropriate, but little or no direct responsibility	3
Director of Music Ministry (FT)	None	1	3	2	1	3	None
Minister B (Children, Youth & Families) (FT)	None (except when delegated appropriately by Sr. Minister, <i>e.g.</i> , vacation/sabbatical of Sr. Minister)	2	2	1	1	Involved when/where appropriate, but little or no direct responsibility	3
Minister C (Adult Ministries) (FT)	None (except when delegated appropriately by Sr. Minister <i>e.g.</i> , vacation/sabbatical of Sr. Minister)	2	1	Involved when/where appropriate, but little or no direct responsibility	2	1	3
Director for Social Justice Ministries (PT)	None	Involved when/where appropriate, but little or no direct responsibility	Involved when/where appropriate, but little or no direct responsibility	3	2	3	1
Accompanist (10 hrs/wk)	None	1	None	3	3	None	None
Child Care Coordinator (10 hrs/wk)	None	None	None	1	2	None	None

Areas of Responsibility

	BUILDING MANAGEMENT	BUSINESS OPERATIONS	PROGRAM SUPPORT	STAFF SUPPORT	COMMUNITY OUTREACH	REPORTS TO
Administrative Positions						
Church Administrator (FT)	1	1	3	2	2	Senior Minister
Weekend Property Manager (PT)	1		2	2		Church Administrator
Office Manager (FT)	3	2	1	1	2	Senior Minister
Administrative Assistant for Programs and Volunteers (PT)	None	None	1	1	2	Ministers of Children, Youth & Families and Adult Ministries